

Doing Business Internationally:

**A Resource Guide for
the Transportation Industry**



Acknowledgments

In 1997, the U.S. Department of Transportation's Federal Highway Administration (FHWA) and the American Road and Transportation Builders Association (ARTBA) visited numerous governmental agencies, multilateral development banks, and other organizations to learn about the resources available to small- and medium-sized firms interested in exporting their goods and services overseas. From these discussions, FHWA and ARTBA prepared a guide to provide a brief introduction of the resources available.

In the year following initial distribution of the resource guide, a number of organizations and companies have participated in updating the document. The revised guide, *Doing Business Internationally: A Resource Guide for the Transportation Industry*, provides a comprehensive introduction for small- and medium-sized firms interested in pursuing international business.

The Federal Highway Administration would like to acknowledge the following organizations and firms for their support in updating the guide:

- # American Consulting Engineers Council
- # American Road and Transportation Builders Association
- # Construction Industry Manufacturers Association
- # Intelligent Transportation Society of America
- # Johnson, Mirmiran & Thompson
- # Maryland Department of Transportation
- # Maryland Export Assistance Center
- # Virginia Department of Transportation
- # Virginia Economic Development Partnership
- # Virginia Road and Transportation Builders Association

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Acronyms

AACCLA	Association of American Chambers of Commerce in Latin America	ISA	Industry Sector Analysis
AASHTO	American Association of State Highway and Transportation Officials	ISO	International Organization for Standardization
ACEC	American Consulting Engineers Council	ITA	International Trade Administration
ADS	Agent/Distributor Service	ITS	Intelligent Transportation Systems
AmChams	American Chambers of Commerce	ITS America	Intelligent Transportation Society of America
APEC	Asia-Pacific Economic Corporation	LC	Letter of Credit
ARTBA	American Road and Transportation Builders Association	MAC	Market Access and Compliance
ASPOR	Russian Road Contractors Association	MIF	Multilateral Investment Fund
BEA	Bureau of Economic Analysis	MIGA	Multilateral Investment Guarantee Agency
BXA	Bureau of Export Administration	NAFTA	North American Free Trade Agreement
CDIC	Country Directories of International Contacts	NHI	National Highway Institute
CERF	Civil Engineering Research Foundation	NIS	New Independent States
CIMA	Construction Industry Manufacturers Association	NTDB	National Trade Data Bank
CMA	Customized Market Analysis	OECD	Organization for Economic Cooperation and Development
DM	definitional mission	OEIM	Office of Energy, Infrastructure, and Machinery
EAC	Export Assistance Center	OETCA	Office of Export Trading Company Affairs
EBB	Economic Bulletin Board	OPIC	Overseas Private Investment Corporation
ELAN	Export Legal Assistance Network	PRI	Private Sector Department
ESA	Economics and Statistics Administration	RADOR	Russian Association of Regional Highway Administrations
EWCP	Export Working Capital Program	RADOS	Russian Association of Project Design Engineers
Ex-Im Bank	Export-Import Bank	SBA	Small Business Administration
FCS	Foreign and Commercial Service	SBDC	Small Business Development Center
FHWA	Federal Highway Administration	SBI	Small Business Institutes
GLOBUS®	Global Business Opportunities®	SCI	Sister Cities International
HITEC	Highway Innovative Technology Evaluation Center	SCORE	Service Corps of Retired Executives
IA	Import Administration	SME	small- and medium-sized enterprise
IBP	International Buyer Program	TDA	United States Trade and Development Agency
IBRD	International Bank for Reconstruction and Development	TIC	Trade Information Center
ICP	International Company Profile	TOP	Trade Opportunity Program
ICSID	International Center for Settlement of Investment Disputes	TPCC	Trade Promotion Coordinating Committee
IDA	International Development Association	US	United States
IDB	Inter-American Development Bank	USAID	United States Agency for International Development
IFC	International Finance Corporation	USDOC	United States Department of Commerce
IIC	Inter-American Investment Corporation	USEAC	United States Export Assistance Center
IMI	International Market Insights	WTCA	World Trade Center Association
IRF	International Road Federation		

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INTRODUCTION

Today's primary business challenge is to compete in the global economy. The concept of doing business overseas can seem intimidating for owners of small- and medium-sized firms. They often believe such an undertaking is beyond their reach, and only open to larger firms.

However, according to the U.S. Department of Commerce, 60 percent of American firms now exporting successfully have fewer than 100 employees. This statistic shows that small- and medium-sized firms *are* succeeding in the international market. Their success is not surprising, considering that 95 percent of the world's population and two-thirds of its total purchasing power are located outside the United States. World trade has grown at more than twice the rate of the U.S. economy since 1960.

The market for transportation-related goods and services is also growing rapidly. The need for bulk cargo and airline and rail passenger facilities means expanding markets for engineering and construction firms and capital equipment manufacturers. According to the World Bank, during the decade 1995-2004, East Asia will need to invest between \$1.2 and \$1.5 trillion in overall infrastructure—and

approximately 20 percent will be for transportation infrastructure. During the same period, Latin America will require between \$600 and \$800 billion. The *Financial Times* recently claimed that Latin America needs at least a billion dollars a week to maintain and expand its electricity, water and sewer systems, telephones, ports, airports, railways, and roads . . . \$14 billion annually for transportation.

If international trade has seemed off limits until now, it may be time to take a closer look. Doing business overseas allows a company to broaden its marketing base, increase production, reduce per-unit production costs, and extend product life. The result of expanding your market internationally: an increase in profit.

As the marketplace becomes increasingly global and the Federal government works to overcome this country's trade imbalance by increasing Federal assistance programs, international opportunities for small- and medium-sized firms continue to grow. Exporting goods and services is no longer the complicated undertaking it once was, and numerous resources are available to help companies work through the process.

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Introduction

Doing Business Internationally: A Resource Guide for the Transportation Industry highlights the services and programs of the organizations that can assist new-to-export small- and medium-sized firms.

opportunities. This Guide introduces key resources available to small- and medium-sized transportation firms—resources that can get you on the road to doing business internationally.

Some of the resources presented in this Guide could fall under multiple chapters; however, each resource is listed only once under the most appropriate category. You will find specific agencies and topics listed in the Index.

The Guide is arranged in nine general categories. Each category identifies specific resources to help firms find the information needed, as the following list illustrates:

How To Use This Guide

The Federal government, state governments, and trade associations offer a myriad of services to assist firms interested in international business. Small- and medium-sized firms that are new to the export business have specific needs, and a number of resources are available to assist in exploring exporting

If your question is...	Look in chapter...
• Who should I talk to first?	2. Getting Started
• How can I obtain research specific to my industry?	3. Industry-Specific Information
• Where can I find information on a country I'm interested in exporting to?	4. Country-Specific Information
• Is there assistance available to finance my efforts?	5. Financing
• What information is available over the Internet?	6. Computerized Information
• How do I reach a specific foreign company?	7. Contacts
• Who is looking out for my interests?	8. Level Playing Field
• Should I participate in a conference or exposition?	9. Trade Shows
• What do trade associations and other government agencies have to offer?	10. Additional Organizations
• How do I contact the resources in this Guide?	11. Resource Address List

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GETTING STARTED

U.S. Department of Commerce

The U.S. Department of Commerce (USDOC) was established in 1903 to promote American businesses and trade. Its broad range of responsibilities includes expanding U.S. exports, developing innovative technologies, gathering and disseminating statistical data, measuring economic growth, granting patents, promoting minority entrepreneurship, predicting the weather, and monitoring stewardship. The USDOC promotes and expedites American exports, helps nurture business contacts abroad, protects U.S. firms from unfair foreign competition, and makes how-to-export information accessible to small- and medium-sized firms throughout the nation so that market opportunities span the globe. The Department's bureaus include the International Trade Administration, the Economics and Statistics Administration, and the Bureau of Export Administration.

The International Trade Administration supports new-to-export and new-to-market firms through strategically located U.S. Export Assistance Centers, 99 domestic Commercial Service Offices, and 138 world-wide posts and commercial centers in 70 countries.

International Trade Administration

The International Trade Administration (ITA) is dedicated to helping U.S. firms compete in the global marketplace by assisting U.S. firms in exporting, ensuring U.S. firms have equal access to foreign markets, and enabling U.S. firms to compete against unfairly traded imports. The four principal units of ITA are:

- # **U.S. Commercial Service**—provides business counseling to U.S. exporters
- # **Trade Development**—industry-sector specialists provide information to U.S. exporters, policy makers, and trade negotiators
- # **Market Access and Compliance**—country experts provide market analysis to firms
- # **Import Administration**—safeguards the U.S. economy from unfairly priced imports.

Economics and Statistics Administration

Much of the statistical, economic, and demographic information collected by the Federal government is made available to the public through the bureaus and offices of the

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Department of Commerce that are known collectively as the Economics and Statistics Administration (ESA). The Bureau of Economic Analysis (BEA) and STAT-USA fall under the ESA. (See page 6-1 for STAT-USA and page 6-2 for BEA)

Bureau of Export Administration

The Bureau of Export Administration (BXA) was established as a separate agency within the Department of Commerce to promote U.S. national and economic security and foreign policy interests by managing and enforcing the Department's security-related trade and competitiveness programs. The BXA separates functions on export promotion and export controls as mandated by the Export Administration Act. In addition, the BXA enhances the defense industrial base, and assists U.S. defense firms that have felt the impact of reduced defense spending. By controlling exports for national security, foreign policy, and short supply reasons, the BXA enhances the nation's security and economic prosperity. The BXA also develops export control policies, issues export licenses, prosecutes violators, and enforces anti-boycott provisions.

U.S. Commercial Service

USDOC

The U.S. Commercial Service, also known as the U.S. Foreign and Commercial Service (FCS), provides business counseling for American exporters and promotes U.S. business interests abroad. The Commercial Service works to increase the number of U.S. firms, particularly small- and medium-sized firms, involved in international trade.

Often, U.S. firms want to begin to export but do not know how to start. The U.S. Commercial Service trade specialists provide invaluable assistance to small- and medium-sized U.S. firms, resulting in new-to-market export sales.

The U.S. Commercial Service is a global network providing assistance to U.S. exporters. Overseas, the FCS has 140 offices in 70 countries, which represent more than 95 percent of the world market for U.S. exports. In the United States, the Commercial Service operates a network of 104 Export Assistance Centers, which offer firms a comprehensive range of export facilitation services in one location.

Many U.S. Commercial Service export promotion products are designed specifically for small- and medium-sized firms. Essential export assistance services available through the U.S. Commercial Service include:

- # Export counseling via a global network
- # Trade finance information/support and liaison with Multilateral Development Banks
- # Organization and management of trade missions and events
- # Customized market research for specific business sectors and current business trends
- # Credit checks of potential overseas business partners
- # Identification of trade leads
- # One-on-one appointments with potential business partners overseas
- # Web sites and on-line directories to promote U.S. products overseas.

U.S. Export Assistance Centers

USDOC

The U.S. Export Assistance Centers (USEACs) provide hands-on export marketing support for small- and medium-sized firms. The USEACs are a joint effort of the U.S. Department of Commerce's Commercial

Service, the Small Business Administration (SBA) and the Export-Import Bank (Ex-Im Bank). Although all USEACs are staffed by U.S. Commercial Service trade specialists, several USEACs include Ex-Im Bank and SBA specialists as well. (See page 5-1 for the Ex-Im Bank and page 10-9 for the SBA)

USEACs focus on service to U.S. business clients. They provide in-depth, value-added counseling to U.S. firms seeking to expand their international activities and to those firms that are just beginning to venture overseas. USEAC trade specialists help firms enter new markets and increase their market share. Each USEAC provides the following business services:

- # Customized counseling to suit a firm's experience and commitment to exporting
- # Development of an effective market-entry strategy aided by information generated from its overseas offices
- # Facilitation of the implementation of its services by advising clients on distribution channels, market-entry strategies, exporting operation procedures, and relevant trade shows and missions
- # Assistance with trade finance programs that are available through Federal, state, and local (public and private sector) entities.

USEAC trade professionals counsel clients on relevant program information and market research as a standard part of its operations. Additionally, it facilitates communication between clients and overseas contacts through the most expedient technologies available. The trade specialists are mobile, equipped with laptop computers, modems, and cell phones that allow them to deliver export services at the client's place of business.

In addition to the USEACs, each state government has established a Department of Economic Development, which provides

international market assistance to firms located in the Department's respective state. Departments of Economic Development work closely with USEACs to coordinate activities and assistance to small- and medium-sized firms. Section 13 lists some State Departments of Economic Development.

Trade Information Center

USDOC

The Trade Information Center (TIC) is the first stop for firms seeking information on all Federal export assistance programs, as well as country and regional market information and general export counseling. New-to-export firms can start at the TIC's world wide web site, www.ita.doc.gov/tic, to find answers to the most commonly asked exporting questions and links to the most-used resources.

The TIC is a division of the U.S. Department of Commerce International Trade Administration Office of Trade Development. (See page 3-1 for Trade Development)

A wide variety of information is available through the TIC; a number of their programs are outlined below:

- # Free individual counseling on resources and the export process
- # The annually published *Export Programs Guide: A Business Guide to Federal Export Assistance* provides contact information, internet addresses, and program descriptions of the 20 Federal agencies that help American firms develop their export potential
- # The National Support Directory on the TIC's web site helps you locate government offices and organizations in your area for trade assistance
- # A calendar of overseas trade missions sponsored by the U.S. Department of

2 *Getting Started*

Commerce is also available on the TIC web site, along with an export promotion calendar containing information about international trade events supported by one or more Federal agencies

- # *Trade Base* is an on-line trade information sharing center where you can find a listing of upcoming trade education events in your area, a listing of useful export software to expedite your work, and a listing of the best potential markets for U.S. exporters worldwide
- # The Foreign Trade Offices database can help you find contact information for foreign embassies, consulates, and trade offices located in the United States
- # Substantial information on countries and regions, including customs, standards, tariffs, business practices, marketing information, and regulations can be obtained from phone counselors or via the internet
- # The TIC also has a compiled list of alternative financing programs to inform U.S. firms of all types of financial services available.

Service Corps of Retired Executives

SBA

The Service Corps of Retired Executives (SCORE), sponsored by the Small Business Administration (SBA), is a national organization of more than 13,000 volunteer business executives who provide free counseling, workshops, and seminars to prospective and established business owners and managers. SCORE matches volunteer business-management counselors with clients in need of expert advice. SCORE has experts in virtually every area of business management and maintains a national skills roster to help identify the best counselor for a particular client. Volun-

teer counselors, whose collective experience spans the full range of American enterprise, share their management and technical expertise with both present and prospective small business owners. (See page 10-9 for the SBA)

Small Business Development Center

SBA

The Small Business Development Center (SBDC) is sponsored by the Small Business Administration (SBA) in partnership with state and local governments, the educational community, and the private sector. The SBDC has 57 locations with at least one in every state (Texas has four locations), as well as the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Islands. (See page 10-9 for the SBA)

The SBDC program is designed to deliver up-to-date counseling, training, and technical assistance in all aspects of small business management. SBDC services include, but are not limited to, assisting small firms with financial, marketing, production, organization, engineering, and technical problems, as well as feasibility studies. Special SBDC programs and economic development activities include international trade assistance, technical assistance, procurement assistance, venture capital formation, and rural development.

Small Business Institutes

SBA

Small Business Institutes (SBI) are organized through the Small Business Administration (SBA) on more than 500 college campuses nationwide. The SBI program provides small business owners with intensive management counseling from qualified business students

who are supervised by faculty. SBIs provide advice on a wide range of management challenges facing small firms, including

finding the best foreign markets for particular products or services. (See page 10-9 for the SBA)

Success Story—Flow Boy Mfg.

Flow Boy Mfg., an Oklahoma-based manufacturer of construction trailers, is a small proactive company that has experienced some success through the advantages of the North American Free Trade Agreement (NAFTA). With the implementation of NAFTA, Flow Boy's construction equipment went from an unaffordable product to a premium affordable product.

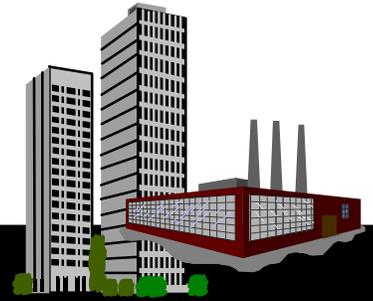
In 1992, utilizing National Trade Data Bank market research on the Mexican market from the Oklahoma Export Assistance Center, Scott Smith, the International Manager, realized the potential of the market. However, the tariffs for construction equipment created a tremendous pricing obstacle that made the market inaccessible. Over the next five years, NAFTA brought the tariff down from 24 percent to zero.

Mr. Smith then used the Gold Key Service to introduce their products to the market and establish contacts. In 1998, Flow Boy Mfg. expected sales to reach \$2 million. Through this market-entry strategy, they now have access to other South American countries, and with the increase in both international and national markets, Flow Boy has plant expansion plans of approximately 14,000 sq. ft. (or 64 percent increase). This successful development of the Mexican market is due to the excellent management and staff executing the company's strategy to pursue markets worldwide.

Flow Boy Mfg. has utilized Oklahoma Export Assistance Center programs and services such as export counseling, the Gold Key Service, trade leads, market research, and cultural information.

Mr. Smith has indicated that "Without the North American Free Trade Agreement, the Mexican Market would still be a Work In Progress market. Our entry into Mexico and other Central and South American markets is the result of the dynamic relationships we have established over the years and this agreement." Mr. Scott Smith is also a member of the Oklahoma District Export Council.

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FINDING INDUSTRY-SPECIFIC INFORMATION

Trade Development

USDOC

Trade Development monitors, analyzes, and provides information on hundreds of industries—from basic industries to emerging high-technology industries. Industry specialists work with manufacturing and service associations and firms to identify trade opportunities and obstacles by product or service, industry sector, and market. In addition, they develop export marketing plans and programs, conduct executive trade missions, trade fairs, marketing seminars, and business counseling.

Through its Advocacy Center, Trade Development fights to create an international level playing field. Trade Development works with U.S. industries to develop and implement sectoral, market-opening missions throughout the world. (See page 8-1 for the Advocacy Center)

Trade Development experts are organized into six major industry sectors: Technology and Aerospace Industries; Basic Industries;

In one year alone, Trade Development led 86 international events that involved some 3,500 small, medium, and large U.S. businesses.

Environmental Technology Exports; Service Industries and Finance; Textiles, Apparel and Consumer Goods Industries; and Tourism Industries. The Office of Energy, Infrastructure, and Machinery falls under the Basic Industries sector.

Office of Energy, Infrastructure, and Machinery

USDOC

The Office of Energy, Infrastructure, and Machinery (OEIM) works to assist U.S. companies through a range of trade development initiatives. OEIM continually tracks markets for U.S. goods and services by industry sectors and strives to promote these industries' products through numerous forums, such as trade shows and U.S. embassy posts throughout the world. OEIM trade specialists work directly with industry to help determine industry trade priorities, to locate possible barriers for trade, and to alert industry of future trade opportunities. OEIM, furthermore, works to ensure a level field of competition for U.S. firms by acting as a conduit between industry and other government agencies and through advocacy.

3

Finding Industry-Specific Information

The Infrastructure Division

The Infrastructure Division helps U.S. firms compete for contracts to study, plan, design, construct, and equip major foreign infrastructure and industrial projects overseas. The Division works with architectural, engineering, and construction companies and with manufacturers of major components for infrastructure projects. Its project managers provide U.S. firms with information on project opportunities in the transportation, power, water, commercial, and industrial infrastructure sectors. They support individual companies competing for projects by working closely with other U.S. government agencies, including the U.S. Trade and Development Agency and Export-Import Bank along with U.S. diplomatic and consular posts worldwide. The Infrastructure Division assists U.S. companies seeking business in connection with large-scale infrastructure projects around the world. (See page 5-1 for the Export-Import Bank and page 5-6 for the U.S. Trade and Development Agency)

The Machinery Division

The Machinery Division assists U.S. firms in exporting production machinery and general components. Its analysts provide input on trade policy through the development of industry sector analysis and forecasts, and are actively involved in trade promotion programs. To further aid U.S. firms competing abroad, the Division's trade specialists work closely with other Commerce offices, other government agencies, industry trade associations, and individual companies in developing and expanding export markets.

Office of Export Trading Company Affairs

USDOC

The Office of Export Trading Company Affairs (OETCA) promotes the use of export trading firms and export management firms and offers information and counseling to firms and trade associations regarding the U.S. export intermediary industry.

The OETCA also administers several programs available to all U.S. exporters or potential exporters. Examples of OETCA programs include:

- # The Export Trade Certificate of Review program, which provides exporters with an antitrust "insurance policy" intended to foster joint export activities where economies of scale and risk diversification are achieved
- # The Contact Facilitation Service, a computer database designed to match U.S. trade intermediaries with U.S. manufacturers of exportable goods; the database is available electronically on the National Trade Data Bank (NTDB) and in hard copy as the Export Yellow Pages (See page 6-1 for the NTDB)
- # The Consortia of American Businesses program, primarily designed to help U.S. exporters enter new markets
- # Special events such as trade missions and conferences sponsored by OETCA.

International Company Profile

USDOC

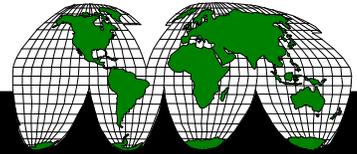
The International Company Profile (ICP) portrays the reliability of prospective trading partners. Information provided in an ICP includes type of organization, year established, size, general reputation, territory covered, sales, product lines, principal owners, financial information, and trade references, with recommendation from on-site commercial officers as to its suitability as a trading partner.

Customized Market Analysis

USDOC

A Customized Market Analysis (CMA) provides detailed information needed to make the most efficient and beneficial export marketing decisions. A detailed CMA report assesses the market for a specific product or service in a foreign market. The research provides information on sales potential, competitors, distribution channels, pricing of comparable products, potential buyers, marketing venues, quotas, duties and regulations, and licensing or joint venture interest.

4



LOCATING COUNTRY-SPECIFIC INFORMATION

Market Access and Compliance

USDOC

Market Access and Compliance (MAC) assists U.S. firms in overcoming barriers to trade and investments on a country-by-country basis. MAC desk officers have expertise in nearly 200 countries and provide U.S. firms, particularly small- and medium-sized firms, with critical and in-depth information on country regulations, trade agreements, and negotiations with the United States. MAC works to expand access to overseas markets for U.S. goods and services, increase U.S. exports, enhance worldwide protection of intellectual property rights and U.S. investment, and promote U.S. commercial policy. To remove international commercial barriers, MAC develops policy positions to benefit U.S. business interests in multilateral negotiations and bilateral consultations.

Industry Sector Analysis

USDOC

Industry Sector Analysis (ISA) offers structured market research reports, produced on location at U.S. embassies and consulates in leading overseas markets. Reports cover market size and outlook, key industry contacts,

and competitive and end-user analysis for a selected industry in a particular country. ISAs are available through the National Trade Data Bank (NTDB) and the Economic Bulletin Board (EBB). (See page 6-1 for the NTDB and EBB)

International Market Insights

USDOC

International Market Insights (IMI) are short profiles of specific foreign market conditions or opportunities. These reports are prepared on-site in overseas markets and at Multilateral Development Banks. The reports include information on dynamic sectors of a particular country. IMIs are available on the National Trade Data Bank (NTDB) and the Economic Bulletin Board (EBB). (See page 6-1 for the NTDB and EBB)

Agent/Distributor Service

USDOC

The Agent Distributor Service (ADS) provides a customized overseas search of qualified agents, distributors, and representatives for U.S. firms. For each ADS, commercial officers

4

Locating Country-Specific Information

abroad identify pertinent information on up to six foreign prospects that have examined the U.S. firm's product literature and expressed interest in representing the U.S. firm's products.

Gold Key Service

USDOC

The Gold Key Service is a custom-tailored service, providing orientation briefings, market research, appointments with potential partners, interpreter service for meetings, and assistance in developing follow-up strategies. The service is now available in more than 70 of the world's best export markets.

Country Commercial Guides

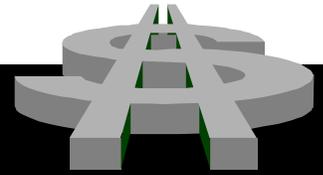
USDOC

Country Commercial Guides present a comprehensive look at a particular country's commercial environment including economic, political, and market analysis. Commercial specialists at U.S. embassies prepare the guides annually through a cooperative effort with several U.S. government agencies. Country Commercial Guides are available through the National Trade Data Bank (NTDB). (See page 6-1 for the NTDB)

U.S. State Department Regional Bureaus

Country desk officers in regional bureaus maintain regular contact with overseas diplomatic missions and provide country-specific economic and political analysis for U.S. firms. The bureaus are divided into six world regions: Bureau of African Affairs, Bureau of East Asian and Pacific Affairs, Bureau of European Affairs, Bureau of Western Hemisphere Affairs, Bureau of Near Eastern Affairs, and Bureau of South Asian Affairs. Each bureau has a commercial coordinator to assist U.S. businesses. There is also an Office of the Special Adviser to the Secretary for the New Independent States.

5



FINDING OUT ABOUT FINANCING

Export-Import Bank of the United States

The Export-Import (Ex-Im) Bank of the United States is an independent agency of the Federal government, responsible for assisting the export financing of U.S. goods and services through a variety of loan, guarantee, and insurance programs.

Ex-Im Bank's mission is to create jobs through exports. It provides guarantees of working capital loans for U.S. exporters, and it guarantees the repayment of loans or makes loans to foreign purchasers of U.S. goods and services. Ex-Im Bank also provides credit insurance that protects U.S. exporters against the risks of nonpayment by foreign buyers for political or commercial reasons. Ex-Im Bank does not compete with commercial lenders, but assumes the risks that commercial lenders cannot accept, with a reasonable assurance of repayment.

Ex-Im Bank helps provide a level playing field for U.S. exporters by countering the export credit subsidies of other governments. It also provides financing to creditworthy foreign buyers when private financing is unavailable.

To qualify for Ex-Im Bank support, the product or service must have at least 50 percent U.S. content and must not affect the U.S. economy adversely. Ex-Im Bank will finance the export of any type of good or service, including commodities, as long as they are not military-related (certain exceptions exist).

Two of the Bank's major goals are to increase the export of environmental goods and services, which are in strong demand among the developing nations, and to expand the number of U.S. small businesses using Ex-Im Bank programs.

Ex-Im Bank has undertaken a major effort to reach more small business exporters by improving their financing facilities and services, increasing the value of these facilities and services to the exporting community, and increasing the dollar amount of Ex-Im Bank's authorizations supporting small business exports. As in all Ex-Im Bank programs, the goals for assisting small businesses are to provide superior customer service, to make a difference by providing critical support, and to provide taxpayers with value.

5

Finding Out About Financing

Letter of Credit

A contract between an importer and an exporter may call for payment under a Letter of Credit (LC). An LC is a written commitment by a bank to make payment of a defined amount of money to a beneficiary (the exporter) according to the terms and conditions specified by the importer.

During a typical LC transaction, the exporter, upon receiving an order for a specified quantity of goods, sends the importer a pro forma invoice defining all conditions of the transaction. The importer then takes the pro forma invoice to the bank to apply for an LC. The importer's bank opens the LC and sends it to the exporter's bank, who authenticates the LC and mails it to the exporter.

The exporter then compares the LC with the original pro forma invoice to ensure that they can ship the goods before expiration, and that all conditions were incorporated as intended. The exporter then prepares an invoice and packing list, as specified in the LC, generally with the help of a freight forwarder. In addition the exporter prepares a shipper's letter of instructions and any other specialized documents that may be required. Once the goods are shipped, the LC and additional documents are submitted to the exporter's bank, who verifies that all required documents are in compliance with the LC. The exporter's bank then forwards the documents package with a draft to the importer's bank with payment instructions.

During the last step of the process, the importer's bank reviews all documentation and, if all requirements are met, the bank simultaneously debits the importer's account while crediting the exporter's bank. At the same time, the importer's bank releases documents to the importer, who can then pick up the shipment.

Ex-Im Bank also offers briefing programs that are available to the small business community. The programs include regular seminars, group briefings, and individual discussions, held both at Ex-Im Bank and around the country. Ex-Im Bank has trained state and local governments in its programs to help expand local support for small businesses.

Small businesses should also find Ex-Im Bank to be more supportive when they are confronted by foreign tied aid on a capital project. Ex-Im Bank wants to enable competitive U.S. exporters to pursue market penetration opportunities in dynamic developing countries.

The Ex-Im Bank offers numerous programs, some of which are outlined below:

Working Capital Guarantee Program—
This program assists small businesses in obtaining crucial working capital to fund their export activities. The program guarantees 90 percent of the principal and interest on working capital loans extended

by commercial lenders to eligible U.S. exporters. The loan may be used for pre-export activities such as the purchase of inventory, raw materials, or the manufacture of a product.

Export Credit Insurance—
An exporter may reduce foreign risks by purchasing Ex-Im Bank Export Credit Insurance through an insurance broker or directly from Ex-Im Bank. A wide range of policies are available to accommodate many different export credit insurance needs.

Small Business Insurance Policy—
Ex-Im Bank offers a short-term (up to 180 days) insurance policy geared to meet the particular credit requirements of smaller, less experienced exporters. Products typically supported under short-term policies are spare parts, raw materials, and consumer goods. The special coverage is available to companies that have an average annual export credit sales volume of less than \$3 million

for the two years prior to application and that meet the Small Business Administration's (SBA) definition of a small business. (See page 10-9 for the SBA)

- # **Direct Loans and Guarantees—**
Ex-Im Bank provides Direct Loans and Guarantees of commercial financing to foreign buyers of U.S. capital goods and related services. Both programs cover up to 85 percent of the U.S. export value, with repayment terms of one year or more. Ex-Im Bank loans are offered at the lowest interest rate permitted under the Organization for Economic Cooperation and Development (OECD) arrangement for the market and term.

World Bank Group

The World Bank was established with the goal to improve the quality of life and increase prosperity for people everywhere, especially the world's poorest. The first loans of the World Bank helped finance the reconstruction of the war-ravaged economies of western Europe and Japan after World War II. The World Bank is the largest provider of development assistance, committing about \$20 billion in new loans each year. Loans are provided to the governments of developing countries to finance investments and promote economic growth through infrastructure projects, economic reform packages, and technical assistance.

As part of its mission to support economic development and poverty alleviation in client countries, the World Bank Group provides a range of products and services that are of direct interest to firms doing business in the developing world. These include:

- # Project Financing Instruments

- # Risk Management Services
- # Financial Risk Management
- # Financing for Small- and Medium-Size Enterprises
- # Information Services
- # Advisory Services
- # Other Products and Programs
- # Procurement Opportunities.

The World Bank holds monthly Business Briefings in Washington, D.C. Firms interested in expanding or developing international business opportunities in all types of manufacturing, civil works, and consulting can attend. Many contracts cover small items, either specialized pieces of equipment or a large number of low unit-value items or services. Therefore, all companies can profit from World Bank-generated business.

The World Bank Group is a multilateral lending agency consisting of five closely associated institutions: Multilateral Investment Guarantee Agency (MIGA), International Center for Settlement of Investment Disputes (ICSID), International Finance Corporation (IFC), International Bank for Reconstruction and Development (IBRD), and the International Development Association (IDA).

Multilateral Investment Guarantee Agency

MIGA's purpose is to encourage foreign investment in developing countries by providing equity guarantees to foreign investors against loss caused by non-commercial risks. It also provides advisory services to developing member countries on means of improving their environment for foreign investment. MIGA promotes private investment in developing countries. MIGA guarantees to protect investors from non-commercial risks, provides advisory services to help governments attract private investment, and disseminates

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Finding Out About Financing

information on investment opportunities. In fiscal 1996 MIGA executed 70 guaranteed contracts in 25 countries, totaling \$614 million. They also issued contracts facilitating total direct investment of \$6.6 billion. MIGA is an independent, self-sustaining agency of the World Bank Group.

International Center for Settlement of Investment Disputes

The ICSID provides conciliation and arbitration services for disputes between foreign investors and host governments. ICSID provides advisory services, conducts research, and publishes documents about foreign investment law as well as the *ICSID Review—Foreign Investments Law Journal*.

International Finance Corporation

The IFC promotes economic growth by lending directly to the private sector in developing countries. It invests in commercial enterprises by means of loans and equity financing in collaboration with other investors, which is the largest source of financing for the private sector in emerging markets. The IFC serves as a catalyst to other investors from the private sector. It works to develop capital markets and may take equity positions in companies to which it lends.

In addition to funding, IFC provides financial, legal, and technical advice to private enterprises.

International Bank for Reconstruction and Development

The IBRD, the single largest provider of market-based loans to middle income countries, provides financing mainly by borrowing on capital markets. The IBRD lends funds, most of which it raises through the sale of AAA-rated bonds in international capital markets, to those creditworthy developing countries.

International Development Association

The IDA, funded largely by contributions from its wealthier member countries, provides assistance on concessional terms to the poorest developing countries (with per capita income below a predetermined threshold). IDA credits are made only to governments.

Inter-American Development Bank

The Inter-American Development Bank (IDB), the oldest and largest regional multilateral development institution, was established in 1959 to help accelerate economic and social development in Latin America and the Caribbean.

The Bank is owned by its 46 member countries, 28 of which are in the Western Hemisphere and 18 are in Europe, Asia, and the Middle East. In carrying out its mission, the Bank has mobilized financing for projects that represent a total investment of \$206 billion. The Bank's annual lending has grown dramatically from the \$294 million in loans approved in 1961 to \$6.7 billion in 1996.

From 1961 to 1995, 33 percent of the lending for projects was for physical infrastructure, including energy, transportation, and communications. For lending purposes, borrowing member countries are classified by the Bank by size and level of development.

The Bank's functions are to:

- # Promote the investment of public and private capital in the region
- # Use its own capital to mobilize funds for high-priority economic and social projects
- # Encourage private investment that contributes to economic development and to

supplement private investment whenever necessary

- # Provide technical cooperation for preparing, financing, and carrying out development plans.

The main source of information about upcoming procurement and business opportunities generated by the Bank's lending is the monthly magazine *IDB Projects*, also known as the project "pipeline," which contains a listing of individual projects being considered for possible financing by the IDB.

The IDB Group consists of three related institutions that play an important role in the development of Latin America and the Caribbean. Historically, the IDB has supported projects carried out by the public sector in the borrowing countries of the region. While many of these projects helped to create the enabling environment so important for private sector activity, they did not involve direct lending to the private sector. However, the Bank has begun to work more directly with the private sector, to which end the Inter-American Investment Corporation (IIC), the Multilateral Investment Fund (MIF), and the Private Sector Department (PRI) have been established.

Inter-American Investment Corporation

Activities of the IIC are directed to assist small- and medium-sized firms in the private sector of Latin America and the Caribbean. The IIC promotes private-sector development in its target market by making equity investments and providing term loans to projects for which traditional financing would otherwise not be available under similar terms. It also provides co-financing and advisory services. The IIC's lending activities differ from those of the Private Sector Department in that the IIC focuses on small and medium projects in all economic sectors as opposed to large-scale infrastructure projects.

Multilateral Investment Fund

The MIF undertakes activities that promote broader private-sector investment in the economy. MIF is a development institution that makes grants for technical assistance and invests principally in the form of equity and quasi-equity in intermediary institutions that support small enterprises. The MIF has a very specific mission to implement strategies that will encourage private sector activities, for which it has its own funding and management even though it is administered by the IDB. The MIF was established to accelerate the transition towards market economies and to help provide a business climate conducive to private investment.

Private Sector Department

As the private sector becomes more involved in areas previously held by the public sector, particularly in infrastructure, there is a need for long-term finance for private-sector operations. To help meet this need, in 1994 the IDB established the Private Sector Department, a specialized operational department within the Bank, to provide long-term financing and guarantees for private infrastructure projects in the region.

The Bank can lend directly to the private sector without government guarantees for infrastructure projects as a means to encourage other investors and lenders to participate in energy, transportation, water supply, waste management, and telecommunications projects. The Bank's participation in a single project is limited to \$75 million or 25 percent of the project's total cost, whichever is lower. Though pricing follows commercial terms, these loans can have up to 20-year maturities.

Unlike IDB projects in the public sector, investors do not have to be from member countries of the Bank, although more than 50 percent of the shares must be held by

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investors from member countries. There is no requirement that there be majority ownership by local investors.

U.S. Trade and Development Agency

The U.S. Trade and Development Agency (TDA) is a small, independent Federal agency, whose purpose is to create jobs for Americans by helping U.S. companies pursue overseas business opportunities. Through the funding of feasibility studies, orientation visits, specialized training grants, business workshops, and various forms of technical assistance, TDA enables U.S. businesses to compete for infrastructure and industrial projects in middle-income and developing countries.

TDA hosted the “Infrastructure Opportunities in South America II” conference featuring more than 125 energy, environment, and *transportation* projects. More than 300 U.S. companies participated.

Since its inception in 1981, TDA has been associated with approximately \$12.3 billion in exports. In Fiscal Year 1998, TDA obligated \$56 million for U.S. firms in 62 strategically targeted developing and middle-income countries in the following regions: Africa/Middle East, Asia/Pacific, Central and Eastern Europe, Latin America and the Caribbean, and the New Independent States (NIS). TDA is primarily involved in nine sectors: transportation, agriculture, energy, environment, health care, manufacturing, mining and minerals development, telecommunications, and water resources.

Through the Trade Promotion Coordinating Committee (TPCC), TDA works closely with

the U.S. Department of Commerce (USDOC), the Export-Import Bank, the Overseas Private Investment Corporation, and other export promotion agencies to advance U.S. business interests abroad. TDA learns of viable public and private sector projects from the U.S. business community and from other government agencies, such as the Commerce Department’s U.S. Foreign and Commercial Service (FCS) and the State Department’s economic officers. TDA also receives project information from the public and private sectors of foreign countries. (See page 2-1 for the USDOC, page 2-2 for the FCS, page 5-1 for Export-Import Bank, and page 10-9 for the U.S. State Department)

TDA funds project-planning activities that directly influence the procurement decisions related to major industrial or infrastructure projects in developing and middle-income countries—projects that typically represent millions of dollars in U.S. export potential. TDA works to ensure that the services and products required for projects will be stamped “Made in the U.S.A.”

Other TDA activities include:

- # **Definitional Missions**—Once a promising project is identified, TDA hires an assessment team made up of U.S. technical experts to conduct a definitional mission (DM). DM studies are performed by small and minority-owned firms. The purpose of the DM is to compile information critical to TDA’s internal selection process. Based on the advice of the DM team, among other factors, TDA determines whether to offer a grant for the feasibility study. DM consultants are precluded from participating in TDA-funded feasibility studies.
- # **Feasibility Studies**—TDA funds studies to determine the technical, economic, and financial feasibility of major development projects. Feasibility studies provide detailed data that support decisions on

whether and how to proceed with project implementation. Feasibility study contractors are selected by host countries using competitive procedures.

- # **TDA Bi-Weekly**—TDA publishes a newsletter called the *TDA Bi-Weekly*, which provides U.S. suppliers and manufacturers with up-to-date information on TDA-sponsored projects. Small firms may identify subcontracting opportunities through the publication.

Overseas Private Investment Corporation

The Overseas Private Investment Corporation (OPIC) is an independent U.S. government agency that assists U.S. companies in investing in some 140 emerging economies around the world. A self-sustaining government corporation, with current reserves of more than \$3 billion, OPIC fosters our country's competitiveness, generates U.S. exports, and creates American jobs.

OPIC assists U.S. investors through four principal activities designed to promote overseas investment and reduce the associated risks:

- # Financing of businesses through loans and loan guaranties
- # Financing private investment funds that provide equity to businesses overseas
- # Insuring investments against a broad range of political risks
- # Advocating the interest of the U.S. business community overseas.

As part of its overall mission, OPIC advocates on behalf of U.S. business clients that have made long-term investments in emerging

markets and developing nations. OPIC also works with host country governments to help create economic climates that attract U.S. investment, facilitating the entry of hundreds of U.S. businesses into new markets abroad.

OPIC sponsors and participates in numerous seminars and conferences throughout the United States and overseas to increase awareness of real opportunities for business expansion through overseas investment among U.S. companies, especially small- and medium-sized firms. To enhance its outreach, OPIC often works closely with other Federal government agencies, state and local governments, private organizations, and multilateral institutions.

OPIC assistance is available for new investments and privatizations, and for expansions and modernizations of existing plants sponsored by U.S. investors. Acquisitions of existing operations are eligible if the investor contributes additional capital for modernization and/or expansion. Investments by OPIC clients may take many forms:

- # Conventional equity investments and loans
- # Construction and service contracts
- # Production sharing agreements
- # Leases
- # Various contractual arrangements such as consigned inventory, licensing, franchising, and technical assistance.

Export Working Capital Program

SBA

The Export Working Capital Program (EWCP), available through the Small Business

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Finding Out About Financing

Administration (SBA), provides short-term, transaction-specific financing. The SBA guarantees up to \$750,000 or 90 percent of a secured loan, whichever is less. Exporters may use this program for pre-export financing of labor and materials, financing receivables generated from these sales, and/or standby letters of credit used as performance bonds or payment guarantees to foreign buyers. (See page 10-9 for the SBA)

International Trade Loan Program

SBA

The International Trade Loan Program, also available through the Small Business Administration (SBA), offers long-term financing to small businesses that are engaged or are preparing to engage in international trade, as well as small businesses adversely affected by competition from imports. The SBA can guarantee up to \$1.25 million, less the amount of SBA's guaranteed portion of other loans outstanding, to the borrower under SBA's regular lending program. (See page 10-9 for the SBA)

Success Story—

Small and Large Businesses Working Together Internationally

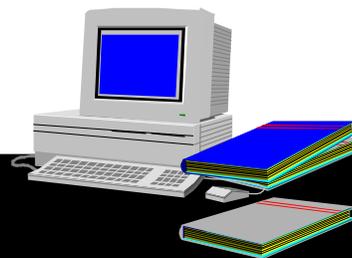
Many of the Overseas Private Investment Corporation's (OPIC) clients are American small businesses. Perhaps more significant, however, is that almost two-thirds of all identified suppliers to OPIC's projects around the world are U.S. small businesses. While these companies benefit indirectly from OPIC, the returns they receive from the agency's work are substantial.

In 1996, for example, OPIC sold \$200 million in political risk insurance to Houston-based Enron Oil & Gas Company for an offshore oil and gas development project in India. Supply orders and exports to date show that the impact of this overseas project is being felt all across the United States.

The significance to this project is that an estimated 240 of the 260 suppliers to the project are U.S. small businesses located in 21 states across America. With individual sales ranging from as little as \$30 to as much as \$9.5 million, these companies are producing and/or exporting nearly \$70 million in goods and services for the project, including drills and drilling equipment, pipes and tubing, communications equipment, office supplies, and legal, financial, and high-tech services.

In all, about \$310 million in U.S. goods and services will flow to the project during its first five years of operation, creating and supporting some 1,100 American jobs.

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OBTAINING COMPUTERIZED AND PUBLISHED INFORMATION

STAT-USA

USDOC

STAT-USA is the one-stop Internet source for business, economic, and international trade data.

STAT-USA's mission is to scour the government information vaults, assemble the acquired information at one location, and deliver it using the most advanced computer technologies available. In addition, the National Trade Data Bank and GLOBUS® can be accessed through STAT-USA. (See page 6-2 for GLOBUS®)

National Trade Data Bank

USDOC

The National Trade Data Bank (NTDB) is a one-stop source of international trade data collected by Federal agencies, containing more than 200,000 government documents. Types of information on the NTDB include international market research, export

opportunities, indices of foreign and domestic companies, "how-to" market guides, reports on demographics, and political and socio-economic conditions for hundreds of countries. NTDB is available at Federal depository libraries, can be purchased for a nominal fee on CD-ROM or accessed through the Internet at STAT-USA.

Economic Bulletin Board

USDOC

The Economic Bulletin Board (EBB) is a comprehensive source of government-sponsored economic releases and business leads. The EBB provides on-line trade leads, time-sensitive market information, and the latest statistical releases from a variety of Federal agencies. Industry Sector Analysis (ISA) and International Market Insights (IMI) are available on the EBB. Subscriptions to the EBB are available through STAT-USA. (See page 4-1 for ISA and IMI)

Through NTDB, small- and medium-sized firms get immediate access to information that until now only Fortune 500 companies could afford.

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Obtaining Computerized and Published Information

Global Business Opportunities[®]

USDOC

Global Business Opportunities[®] (GLOBUS[®]) is an international procurement marketplace for U.S. businesses, providing billions of dollars in procurement opportunities from all over the world. Procurement solicitations range from small purchases to multi-million dollar contracts covering most sectors of the U.S. economy. GLOBUS[®] can be accessed on the Internet through STAT-USA. (See page 6-1 for STAT-USA)

Bureau of Economic Analysis

USDOC

The Bureau of Economic Analysis (BEA) integrates and interprets a tremendous volume of data to draw a complete and consistent picture of the U.S. economy. Current business

issues, articles, and detailed data files form BEA's national, regional, and international economic accounts. Basic information on key issues such as economic growth, regional development, and the Nation's position in the world's economy is also included.

Commercial News USA

USDOC

Commercial News USA is the ideal way for small- and medium-sized firms to showcase their products and services around the world and increase export sales with minimal investment. Commercial News USA is the U.S. government catalog-magazine that will promote your products and services in 152 countries. It is disseminated in print to screened agents, distributors, buyers, and end-users, as well as on-line to Electronic Bulletin Board subscribers.

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MAKING CONTACTS

Trade Opportunity Program

USDOC

The Trade Opportunity Program (TOP) provides sales leads from international firms seeking to buy or represent U.S. products or services. TOP leads are printed daily in commercial newspapers; industry and trade publications are distributed electronically through the U.S. Department of Commerce's Economic Bulletin Board (EBB). (See page 6-1 for EBB)

agents, trade associations, and government agencies on a country-by-country basis. CDICs are available through the National Trade Data Bank (NTDB). (See page 6-1 for NTDB)

Country Directories of International Contacts

USDOC

The Country Directories of International Contacts (CDIC) provides the name and contact information for directories of importers,

Matchmaker Trade Delegations

USDOC

Matchmaker Trade Delegations "match" U.S. firms with prospective agents, distributors, and joint venture or licensing partners abroad. The U.S. Commercial Service staff evaluate the marketing potential of U.S. firms' products and services, find and screen contacts, and handle all event logistics. U.S. firms visit the designated countries with the delegation, and in each country, receive a schedule of business meetings and in-depth finance briefings.

Matchmaker Trade Delegations help small- and medium-sized U.S. firms establish business relationships in major markets abroad.

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CREATING A LEVEL PLAYING FIELD

Advocacy Center

USDOC

Exporting today means more than just selling a good product at a competitive price; it can also mean dealing with foreign governments and complex regulations. The Advocacy Center at the U.S. Department of Commerce (USDOC) provides targeted U.S. government support for firms bidding on specific overseas business opportunities. (See page 2-1 for the USDOC)

The Advocacy Center was established to deliver timely, coordinated government-wide advocacy services to a wide variety of client firms. The Center combines the collective efforts of the International Trade Administration (ITA) and numerous other U.S. government agencies in the fight to level the playing field and promote open competition in the international bidding arena. The Advocacy

Over a three-year period the Advocacy Center provided direct support for 1,600 projects, involving a total of 763 different firms, of which 39 percent were small firms (less than 500 U.S. employees) and 12 percent were medium-sized firms (between 500 and 1,000 U.S. employees).

Center works closely with other Trade Promotion Coordinating Committee agencies, including the Small Business Administration (SBA), to ensure small- and medium-sized enterprises (SMEs) are encouraged to export, that they are treated fairly when they decide to participate in international tenders, and that their proposals are evaluated on their technical and commercial merits. From the multi-billion dollar infrastructure project to the strategic contract for a small business, the Advocacy Center fights to win deals for American businesses and jobs for American workers. (See page 2-1 for the ITA and page 10-9 for the SBA)

More than 50 percent of the U.S. firms that have received direct support from the Advocacy Center qualify as small- or medium-sized firms under SBA Guidelines. Recently, the Center performed an analysis of the projects they were involved in over the last three years. Based on the records in their project/client tracking database, the Advocacy Center concluded:

- # The majority of the Center's clients are SMEs
- # The Advocacy Center does not discriminate among firms based on size, nor does it



discriminate among U.S. workers whose paychecks come from firms of every size

- # The Advocacy Center improves SMEs' odds of winning projects overseas.

with the U.S. Trade Representative in negotiating fair and transparent international rules for anti-dumping and countervailing duty investigations. In addition, IA participates in negotiations to promote fair trade in specific sectors and implements the laws concerning foreign trade zones to enhance the international competitiveness of U.S. exporters.

Import Administration

USDOC

The Import Administration (IA) works to safeguard American industries and jobs against unfair trade practices. IA enforces laws and agreements to prevent unfairly traded imports and to protect jobs and the competitive strength of American industry. Unfair foreign pricing and government subsidies distort the free flow of goods and adversely affect U.S. firms in the global marketplace. The anti-dumping and countervailing duty laws, administered by IA, provide remedies for these unfair trade practices. IA assists domestic industries, especially small businesses, in deciding whether there is sufficient evidence to petition for anti-dumping and countervailing duty investigations. The IA also participates

Export Legal Assistance Network

SBA

The Export Legal Assistance Network (ELAN) provides free initial legal consultations to export-willing and exporting small businesses. Under an agreement among the Small Business Administration (SBA), the U.S. Department of Commerce (USDOC), and the Federal Bar Association, experienced trade attorneys volunteer their time to answer legal questions on exporting. (See page 2-1 for the USDOC and page 10-9 for the SBA)

Success Story—Ellicott International

In August and September of 1997, Ellicott International signed contracts worth over \$50 million with the Harbor Department of the Ministry of Transportation of the Kingdom of Thailand for the supply of four cutter suction dredges with pipelines and tender boats. The dredges will be used to maintain waterway channels to increase port cargo and export growth. Ellicott expects that the U.S. content will be approximately \$40 million for Ellicott's manufacturing facility in Baltimore and its U.S. vendors.

Facing stiff competition from Germany, Japan, Holland, and Australia, Ellicott requested U.S. government advocacy for assistance with this project. Ellicott's award of these contracts was the culmination of nearly two years of coordinated advocacy efforts undertaken by members of the Trade Promotion Coordinating Committee's Advocacy Network, including the Advocacy Center, the U.S. Embassy in Bangkok, the U.S. Department of Transportation, the U.S. Trade and Development Agency (TDA), and the Ex-Im Bank.

In November 1995, Peter Bowe, President of Ellicott International, accompanied U.S. Secretary of Transportation Federico Pena on a trade mission to Thailand during which Secretary Pena provided advocacy on behalf of Ellicott. In June 1996, Peter Bowe also accompanied U.S. Secretary of Commerce Mickey Kantor on his mission to Asia during which Secretary Kantor advocated on behalf of Ellicott in Bangkok. On four separate occasions, TDA offered training and plant orientation grants to the Harbor Department. Ellicott obtained letters of interest from Ex-Im Bank for both bids, and Ex-Im Bank provided a Working Capital Guarantee to Ellicott.

Peter Bowe is enthusiastic about the support Ellicott International received: "The support we received from the Trade Promotion Coordinating Committee was an important factor in our winning these contracts. I look forward to further cooperative efforts on future projects."

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GETTING INVOLVED IN TRADE SHOWS

International Buyer Program

USDOC

The International Buyer Program (IBP) is designed to help U.S. firms achieve their international marketing goals through participation in U.S. trade shows. The IBP supports selected leading U.S. trade shows in industries with high export potential. U.S. Department of Commerce offices abroad recruit foreign buyers and distributors to attend the U.S. shows while program staff help exhibiting firms make contact with international visitors at the show.

Multi-State/Catalog Exhibitions

USDOC

Multi-State/Catalog Exhibitions showcase U.S. company product literature in fast growing markets within a geographic region. Multi-

State/Catalog Exhibitions are a great way to stimulate sales leads, find representation, and test market potential around the world without ever leaving your office.

Trade Fair Certification

USDOC

Trade Fair Certification supports major international industry trade shows providing high-profile promotion of U.S. products. Trade Fair Certification encourages private organizers to recruit new-to-market and new-to-export U.S. exhibitors and provide services ranging from advance promotion to on-site assistance for U.S. exhibitors.

The Trade Fair Certification program helps small- and medium-sized firms make important exhibiting decisions, freeing them of the many concerns they may have about exhibiting outside the United States.

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IDENTIFYING ADDITIONAL ORGANIZATIONS YOU SHOULD TALK TO

American Association of State Highway and Transportation Officials

The American Association of State Highway and Transportation Officials (AASHTO) is a nonprofit, nonpartisan association that represents the member highway and transportation departments in the 50 states, the District of Columbia, and Puerto Rico. It is the only national association that specifically represents all transportation modes—air, highways, public transportation, rail, and water, as well as bicycles and pedestrians. Its primary goal is to foster the development, operation, and maintenance of an integrated national transportation system.

In 1997 AASHTO established a Special Committee on International Activity Coordination. Activities of the committee include maintaining an overview of ongoing and planned international activities involving AASHTO and its member departments, coordinating with U.S. Department of Transportation agencies on international program activities, and guiding the transfer of international technology and information to AASHTO members and departments.

American Consulting Engineers Council

The American Consulting Engineers Council (ACEC) represents the business interests of nearly 6,000 firms engaged in the independent practice of consulting engineering. One of ACEC's primary goals is to achieve higher professional, business, and economic standards, enabling members to provide better consulting engineering services in the interests of their clients.

America's consulting engineering firms are among the best in the world, designing some of the most technologically advanced infrastructure. Just as they strive to continually update and improve their engineering proficiency, these entrepreneurs must also cultivate their business practices skills to compete in domestic and international marketplaces. ACEC also presents a strong, cohesive voice for the profession in national legislative and policy debates to help ensure that firms can compete fairly in an increasingly aggressive world market.

ACEC recognizes that the U.S. economy has, and will continue to, become increasingly

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Identifying Additional Organizations You Should Talk To

integrated with others over the next decade. Such interdependence will undoubtedly foster greater competition in domestic and international markets and require that U.S. firms be properly equipped with the requisite technical and entrepreneurial skills to compete in a new, more dynamic, global economy. ACEC maintains a network of bi/multilateral relations with appropriate foreign industry organizations to coordinate policies and positions of the profession as they relate to worldwide procurement of consulting engineering services as well as to help foster partnerships and strategic alliances with foreign firms.

International Market Services include:

- # **Global Matchmaker**—facilitates contacts between foreign firms looking for U.S. business partners
- # **Guidelines to International Business Practices**—information on business practices and market conditions in different regions
- # **The Globe**—International Affairs newsletter
- # **The Washington Network Service**—facilitates U.S. government and international agency contacts
- # **International Business Seminar Series**—practical international business applications.

American Road and Transportation Builders Association

The American Road and Transportation Builders Association (ARTBA), founded in 1902, has a tradition of stimulating and promoting international market opportunities for its members. In the first half of this century, ARTBA had active European and Pan-American

membership divisions. Its members were actively involved in the design and construction of the Pan-American Highway.

During the 1990s, ARTBA has renewed its commitment to helping its members compete in the international market. In 1992, the association established an International Affairs Advisory Council to guide its policy development in this area. Its recent activities in the international arena have included:

- # Developing and conducting, in partnership with the U.S. Trade Development Administration, transportation construction market opportunities conferences for U.S. firms in Budapest, Hungary (1994), Rio de Janeiro, Brazil (1995), and St. Petersburg, Russia (1996).
- # A three-year partnership project with transportation construction professionals in Russia, designed to help them develop association management skills and, at the same time, foster business opportunities for U.S. firms interested in the Russian market. Under the sponsorship of the U.S. Agency for International Development (USAID), over the period 1994-1997, ARTBA brought three delegations of senior Russian highway officials and five interns to the United States for a three- to six-week training program. The program involved association management seminars at ARTBA's Washington, D.C., headquarters, networking opportunities at major ARTBA meetings and conferences, site visits to ARTBA member firms, and business development round table discussions. ARTBA's partners in the project included the Russian Association of Regional Highway Administrations (RADOR), the Russian Association of Project Design Engineers (RADOS), and the Russian Road Contractors Association (ASPOR).
- # Two trade missions to Russia in 1996 brought ARTBA member firms to that nation to seek partners for World Bank

- projects and promote their products and services. The missions were sponsored by USAID and the U.S. Department of Commerce (USDOC). (See page 2-1 for USDOC and page 5-3 for the World Bank)
- # Assisting the Federal Highway Administration in coordinating U.S. involvement in, and sponsorship of, the first-ever summer trans-Russia motor vehicle expedition. The project was held in celebration of the 250th anniversary of the Russian road industry. The 6,000-mile, 26-day trip, conducted in July and August 1996, demonstrated the need for additional investments in Russian roads, and highlighted the capabilities of U.S. firms to help develop the Russian road network. Some of the primitive roads that carried the expedition had been cut by the Russian Army just weeks prior. These new roads will form the basis of a modern highway from China to Blagoveshchensk, Russia. This 1,000-mile roadway, scheduled for completion in 2005, will be the first-ever highway link between European Russia and the Russian Far East.
 - # A 1995 reverse trade mission in which ARTBA took six Lebanese transportation officials and two World Bank officials on a study tour demonstrating U.S. transportation expertise and products.
 - # Since 1994, often at the request of the U.S. Department of Transportation, ARTBA has hosted almost four dozen delegations of foreign transportation and economic officials at its Washington, D.C., headquarters. ARTBA member firms are invited to participate in these sessions.
 - # ARTBA headquarters staff maintain a network of contacts in the World Bank, the Inter-American Development Bank, and Federal agencies, as well as in various embassies to assist members in their international project identification and market development needs. (See page 5-4 for the Inter-American Development Bank)

Association of American Chambers of Commerce in Latin America

The Association of American Chambers of Commerce in Latin America (AACCLA) is the umbrella group for 23 American Chambers of Commerce (AmChams) in 21 Latin American/Caribbean nations. AACCLA advocates trade and investment between the United States and the countries of the region through free trade, free markets, and free enterprise. AACCLA is composed of more than 16,600 company and individual members. These members manage the bulk of U.S. investment in the region.

There are 23 AmChams in 21 Latin nations: Argentina, Bolivia, Brazil-Rio de Janeiro, Brazil-São Paulo, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador-Guayaquil, Ecuador-Quito, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad & Tobago, Uruguay, and Venezuela.

The AACCLA Secretariat, located in Washington, D.C., works to alert business of the growing opportunities in Latin America through:

- # Contacts in Latin America through the AmChams
- # Seminars on business opportunities in the region
- # AmChams publications available in the U.S. Chamber of Commerce
- # Publications, such as AACCLA's *Survey of Foreign Investment Climate in Member Countries*, that provide analysis of the economic and investment climate throughout the hemisphere.

Construction Industry Manufacturers Association

The Construction Industry Manufacturers Association—CIMA—is the U.S.-based international trade group serving the business needs of construction equipment manufacturers and construction-services providers. CIMA provides domestic and international business opportunities, marketing support, legislative and regulatory input, and product-specific and industry-wide strategies and services to nearly 500 member companies.

The Association is the co-producer of the CONEXPO-CON/AGG exposition, the largest industry exposition in the Western Hemisphere for the construction, aggregates, and ready mixed industries. Held every three years, CONEXPO-CON/AGG is the industry's worldwide gathering place, with 100,000 attendees.

Faced with an accelerating rate of change in the 1990s, CIMA shifted its focus from not only responding and reacting to the needs of its member manufacturers, but also taking a more proactive stance. CIMA is now in the process of upgrading its existing services and developing new ones to better anticipate the needs of its member companies and lead their thinking in profitable new directions. For many construction equipment manufacturers, CIMA now plays a growing role as a valuable extension of their businesses.

The make-up of CIMA's membership reflects the diversity and evolution of today's construction marketplace. CIMA member companies manufacture a wide variety of construction equipment, from large earthmovers to small hand-held, portable, and walk-behind machinery, designed to handle a myriad of specialized job-site tasks.

To help CIMA members cost-effectively increase their export sales, CIMA conducts

several U.S. Pavilions at major overseas trade shows. These Pavilions offer a centralized exhibit presence and turnkey exhibitor booths, making it easy for members to participate in them.

CIMA also offers a wide variety of additional global marketing services:

- # **Overseas Trade Missions**—establish relationships with key government officials, large contractors, distributors, material producers, and other key sales influencers
- # **International Distributor Database**—locate distributors and target markets worldwide
- # **CIMA Export Letter**—timely international marketing data and resources
- # **Export Trade Certificate**—allows members to pursue overseas business with immunity from Federal and State antitrust laws
- # **Export Leads Referral Service**—acts as a clearinghouse for information on equipment leads
- # **International Council**—information on worldwide trade issues and markets.

In late 1997 CIMA established a Beijing, China, office, staffed by Chinese nationals with industry and government experience, to provide members on-site and full-time business information and assistance for this enormous and complex market.

Federal Highway Administration, Office of International Programs

The Office of International Programs promotes U.S. technology and highway transportation expertise abroad to assist the U.S. private sector in competing globally through the export of

goods and services. By supporting government-to-government relationships, the Federal Highway Administration (FHWA) helps to establish a U.S. presence and reputation for quality in international markets.

The FHWA directly assists U.S. firms by:

- # Developing technological and institutional capabilities in other countries through technology transfer centers and technical cooperation and assistance programs that prepare countries to use leading U.S. technologies
- # Coordinating the participation of U.S. companies in selected international trade shows
- # Serving as a resource partner with U.S. industry on select large international road and bridge infrastructure projects
- # Cooperating with the U.S. Department of Commerce (USDOC), the Small Business Administration (SBA), State Department, and other U.S. government agencies and industry associations to provide information on export opportunities and programs. (See page 2-1 for the USDOC and page 10-9 for the SBA and the State Department)

Highway Innovative Technology Evaluation Center

The Highway Innovative Technology Evaluation Center (HITEC) is a nationally recognized, first-stop service center and clearinghouse for implementing highway innovation. HITEC, a service center of the Civil Engineering Research

Foundation (CERF), conducts impartial performance evaluations for market-ready products where standards or specifications do not exist. HITEC accepts both “high-tech” and “low-tech” products and/or technologies that are intended for use in any aspect of the highway community including design, construction, operation, and maintenance.

HITEC was created to overcome existing barriers to the introduction of new and innovative technologies into the highway market. HITEC’s emphasis is placed on providing credible, comprehensive performance information on products and technologies to help highway agencies make informed purchasing decisions.

HITEC has established a close working relationship with the American Association of State Highway and Transportation Officials (AASHTO), the American Public Works Association, the American Society of Civil Engineers, the Federal Highway Administration, the National Association of County Engineers, and the Transportation Research Board. (See page 10-1 for AASHTO)

HITEC coordinates and facilitates the conduct of national consensus-based evaluations using members of the public highway agencies and other organizations to develop and oversee the execution of a comprehensive plan. HITEC is structured to evaluate almost any product for use within the highway system. This evaluation process puts products that defy classification under existing standards on the fast track to market in the United States. As a product is proven domestically, this accelerates its introduction internationally.

Success Story—National Highway Institute

The National Highway Institute (NHI) provides proactive leadership, expertise, resources, and information to improve the quality of the U.S. highway system in order to enhance economic growth, quality of life, and the environment. The NHI develops and delivers training and education in cooperation with its partners to sustain and expand the transportation community's professional capacity in technologies and strategies that accelerate the implementation of the state-of-the-art and continues to advance the state-of-the-practice.

In addition to programs designed for Federal, state, and local surface transportation agencies and private transportation providers, firms, and universities, NHI develops and coordinates highway training in the United States and other countries for international agencies, organizations, groups, and individuals. Courses are primarily conducted in English, although special arrangements can be made to present the courses in other languages.

Recently, two high-ranking Brazilian transportation officials spent a week in Washington, D.C., hosted by NHI, to learn new ways to introduce Intelligent Transportation Systems technology in Brazil. This "train the trainer" seminar was a result of an agreement between the Federal Highway Administration (FHWA) and the Brazilian Federal agency for transportation planning (GEIPOP).

NHI's Bridge Management Training course will soon be taught to technicians and supervisors throughout Brazil. Through a special licensing agreement—first of its kind for NHI—NHI will provide training materials to the Brazilian engineering firm *MCN Engenharia Ltda.*, which will translate the manuals into Portuguese. NHI will then create a panel of Portuguese-speaking experts from FHWA to review the translation. MCN's instructors will attend an NHI Instructor Certification Program at the *Departamento de Estradas de Rodagem* of Minas Gerais, Brazil, a technology transfer center of the Pan American Institute of Highways. There, the firm's instructors—like NHI instructors in the United States—will demonstrate their knowledge of the content as well as key instructional competencies.

This "training of trainers" is an example of the transfer of technology that NHI facilitates on a continuing basis, both domestically and internationally.

International Organization for Standardization

The International Organization for Standardization (ISO) is a worldwide federation of national standards bodies from some 130 countries. ISO's mission is to promote the development of standardization and related activities in the world to facilitate the international exchange of goods and services and to develop cooperation in the spheres of intellectual, scientific, technological, and economic activity.

ISO 9000 is the name of a family of international standards which defines a Quality Assurance System. It is a non-prescriptive standard that mandates that a firm define

appropriate quality standards, document its processes, and prove that it consistently adheres to both. ISO 9000 does not specify how a firm's Quality Assurance processes must occur.

ISO 9000 requires that a basic quality system be in place to assure customers that suppliers have the capabilities and systems to provide quality products and services. ISO 9000 provides a foundation for continuous improvement. Documenting the quality system clarifies how the company really works, enables critical process measurements, and facilitates process improvement and increased customer satisfaction.

The elements that make up ISO 9000 certification include:

- # An effective quality system
- # Appropriate statistical techniques
- # A method for identifying and tracing products, including adequate record-keeping
- # An adequate process for handling, storing, packaging, and delivering products
- # Adequate processes for inspecting, testing, and dealing with nonconforming items
- # An internal audit system, including concrete evidence of compliance.

At present, ISO 9000 has been adopted as a national standard in nearly 100 countries. Products or services purchased from an ISO 9000 registered company guarantee that consistent quality standards have been met.

ISO has published a handbook, *ISO 9000 for Small Businesses* (ISBN 92-67-10238-9), which dispels the myth that ISO 9000 is for big companies only. The handbook demystifies ISO 9000 for small businesses and answers typical questions on the series. It provides guidance on the three quality assurance models— ISO 9001, ISO 9002, and ISO 9003—with clear explanations and many examples relevant to the small business. In addition to basic explanation, it suggests first steps toward a quality system, whether to go it alone or use consultants, offers guidance in matters such as training and auditing, and gives a brief outline of the certification process.

A company's compliance with ISO 9000 leads to optimal Quality Assurance, which leads to lower costs, greater customer satisfaction, and higher profits.

ISO 9000 registration certifies to customers that consistent quality standards are met and superior products and services result. More

and more countries and companies require their suppliers to become registered. Because of this, firms that achieved ISO 9000 registration early find that demand for their products and services has increased both domestically and internationally. Dun and Bradstreet now collects and reports ISO 9000 registration status.

ISO 9000 registration is now required in the European community for 35 product categories. New required categories are added continually. Japan has also adopted ISO 9000 registration requirements for companies wishing to market their products or services in Japan.

International Road Federation

The International Road Federation (IRF) is a nonprofit, nonpolitical service organization. Its original purpose and continuing objective is to encourage better road and transportation systems worldwide and to assist in the application of technology and management practices that will produce maximum economic and social return from national road investments. Founded in 1948, IRF's membership is composed of national and regional associations and companies around the world. More than 630 companies, associations, and governments are sustaining members of IRF.

The IRF's mission includes:

- # Promoting road development as a key factor in economic and social growth
- # Providing governments and financial institutions with professional ideas and expertise
- # Putting members in touch with each other to facilitate business exchange

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- # Establishing links between IRF members and various external institutions and agencies
- # Providing support for national road federations
- # Giving information to professional groups that build road infrastructures.

The IRF carries out its mission by developing trans-national road projects, such as Silk Roads and African Highways, representing road interests at international levels, such as the World Bank and the United Nations, providing training through Executive Conferences and videotape programs, providing road-related information and publications, and organizing road transport and infrastructure meetings, seminars, and symposia. (See page 5-3 for the World Bank)

For 49 years the IRF has offered a Fellowship Program for graduate engineers and transportation managers. The Program's graduates are a highly skilled, efficient, productive body of experts with a strong influence on developing transportation systems around the world. Many have become political, business, and academic leaders, where they exercise a multiplier effect in transferring road-related technology and information.

ITS America

Intelligent Transportation Society of America (ITS America, formerly IVHS America) is the only Congressionally mandated, national public/private organization established to coordinate the development and deployment of ITS in the United States. The ITS mission is to foster public/private partnerships that will increase the safety and efficiency of surface transportation through the accelerated development and deployment of advanced transportation systems. ITS America's members include Federal, state,

local, and foreign government agencies; national and international corporations involved in the development of ITS; universities; independent research organizations; public interest groups; and other organizations with an abiding interest in solving the nation's transportation problems through the use of ITS technology.

As a utilized Federal Advisory Committee to the U.S. Department of Transportation, ITS America and its members participate at the very highest level of the national program and play a primary role in defining strategies for the deployment of ITS technology.

ITS comprises a number of technologies, including information processing, communications, control, and electronics. Joining these technologies to the transportation system will save lives, time, and money. Real systems, products, and services are at work in regions all across the country. Still, the wide-scale development and deployment of these technologies represents a true revolution in the way we, as a nation, think about transportation.

Working through an organizational structure representative of both public and private interests, ITS America members participate in a number of technical committees, each charged with the responsibility of planning the development and deployment of a particular family of technology applications. Other committees deal with the many cross-cutting challenges facing the successful deployment of ITS, such as standards setting, safety, legal, and institutional issues.

The development and deployment of ITS has increased the importance of the transportation issue. Until recently, surface transportation was largely the domain of construction companies and the large automobile manufacturers. The development of ITS, however, has turned the providers of advanced technologies, products, and services into important players in the industry. The opportunities many of these non-traditional transportation companies

have already realized will secure the continued contribution of both public-and private-sector investment in transportation and guarantee a steady flow of new developments to increase safety and efficiency.

Sister Cities International

Sister Cities International (SCI) is the national membership organization for sister city, county, and state programs in the United States. SCI is the official agency that links communities from the United States with communities worldwide. Currently, SCI represents 1,200 U.S. cities, counties, and states and their 2,100 partners in 125 foreign countries.

A sister city, county, or state relationship is a broad-based, officially approved, long-term partnership between two communities, counties, or states in two countries. Sister city programs are also unique in that they inherently involve the three main sectors in a community: local government, businesses, and a wide variety of citizen volunteers.

The directory of United States city, county, and state partnerships is available on the SCI web site at www.sister-cities.org.

U.S. Small Business Administration

The U.S. Small Business Administration (SBA) is an independent agency of the Federal government designed to aid, counsel, assist, and protect the interests of small business concerns, to preserve free competitive enterprise, to maintain and strengthen the overall economy of our nation, and to help the United States compete in global markets. The SBA

offers an extensive selection of information on most business management topics, from business start-up to exporting products. SBA offers training and educational programs, counseling services, financial programs, and contract assistance.

The SBA provides a variety of resources for small businesses looking to expand their business through exporting. Two excellent resources, Small Business Development Centers (SBDC) or Service Corps of Retired Executives (SCORE), are conveniently located in most U.S. cities. These experienced SBDC and SCORE counselors provide free and practical advice and assistance to hundreds of companies. (See page 2-4 for SBDC and SCORE)

U.S. State Department

The U.S. State Department is the lead U.S. foreign affairs agency. It advances U.S. objectives and interests in shaping a freer, more secure, and more prosperous world through formulating, representing, and implementing the President's foreign policy. The Secretary of State, the ranking member of the Cabinet and fourth in line of presidential succession, is the President's principal advisor on foreign policy and the person chiefly responsible for U.S. representation abroad.

To a great extent the future of the United States is dependent on the relations with other countries, and those relations are conducted principally by the United States Foreign Service of the State Department. Presently there are representatives at 164 Embassies, 12 missions, 1 U.S. Liaison office, 1 U.S. interests section, 66 consulates general, 14 consulates, 3 branch offices, and 45 consular agencies throughout the world which report to the State Department on the multitude of foreign developments that have

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a bearing on the welfare and security of the American people.

One of the State Department's objectives is to create new opportunities for U.S. businesses overseas. A principal responsibility of the State Department is to see that the interests of U.S. companies and workers receive fair treatment, and that inequitable barriers to competition are overcome. Accordingly, the doors to the State Department and their Embassies around the world are open to U.S. business people seeking to share their ideas and to ask for help.

The Office of the Coordinator for Business Affairs helps ensure that U.S. business interests are considered in the foreign policy process, that U.S. companies have opportunities to compete fairly for foreign business, and that international trade and investment disputes are resolved.

who service these businesses. The number of World Trade Centers is growing with every year; today, there are more than 300 centers in nearly 100 countries. In addition, there are more than 500,000 companies worldwide affiliated with World Trade Centers.

World Trade Centers are promoted by individuals, companies, cities, chambers of commerce, port authorities, and other entities interested in international trade. World Trade Centers are dedicated to sharing their knowledge and experience by creating a unique information and promotion network.

A World Trade Center brings together businesses and government agencies involved in foreign trade. It is a one-stop trade information hub where international business companies are offered a full range of services such as trade information, market research, group trade missions, business services, and trade shows.

World Trade Center Association

The World Trade Center Association (WTCA) is an organization that stands outside of politics across national boundaries, in service to those who develop and facilitate international trade. The WTCA was established in 1970 to facilitate international trade by bringing together exporters, importers, and those



CONTACTING RESOURCES

Advocacy Center

U.S. Department of Commerce
HCHB, Room 3814A
Washington DC 20230
Phone: 202-482-3896
Fax: 202-482-3508
Internet: www.ita.doc.gov/advocacy

Agent/Distributor Service (ADS)

U.S. Department of Commerce
Contact the USEAC nearest you
Phone: 800 USA-TRADE (800-872-8723)
Internet: www.ita.doc.gov/uscs/uscsads.html

American Association of State Highway and Transportation Officials (AASHTO)

444 North Capitol Street NW
Suite 249
Washington DC 20001
Phone: 202-624-5800
Fax: 202-624-5806
Internet: www.aashto.org

American Consulting Engineers Council (ACEC)

1015 Fifteenth Street NW #802
Washington DC 20005
Phone: 202-347-7474
Fax: 202-898-0068
E-mail: intl@acec.org
Internet: www.acec.org

American Road and Transportation Builders Association (ARTBA)

1010 Massachusetts Avenue NW
Washington DC 20001-5402
Phone: 202-289-4434
Fax: 202-289-4435
Internet: www.artba.org

Association of American Chambers of Commerce in Latin America (AACCLA)

1615 H Street NW
Washington DC 20062
Phone: 202-463-5485
Fax: 202-463-3126
E-mail: inbox@aaccla.org
Internet: www.aaccla.org

Bureau of Economic Analysis (BEA)

U.S. Department of Commerce
Phone: 202-606-9900
Internet: www.bea.doc.gov

Bureau of Export Administration (BXA)

U.S. Department of Commerce
Internet: www.bxa.doc.gov

Contacting Resources

Commercial News USA

Contact: Associated Business Publications
International
317 Madison Avenue
New York NY 10017
Phone: 212-490-3999
Fax: 212-986-7864

Internet: www.cnewsusa.com

Construction Industry Manufacturers Association (CIMA)

111 East Wisconsin Avenue
Suite 1000
Milwaukee WI 53202-4879
Phone: 414-272-0943
Fax: 414-272-1170

E-mail: cima@cimanet.com

Internet: www.cimanet.com

Country Commercial Guides

U.S. Department of Commerce
Available through the NTDB
Phone: 800-STAT-USA
Available through National Technical
Information Service (NTIS)
Phone: 800-553-NTIS (hard copy)

Internet: www.ita.doc.gov/uscs/ccglist.html

Country Directories of International Contacts (CDIC)

U.S. Department of Commerce
Available through the NTDB
Phone: 800-STAT-USA

Internet: www.stat-usa.gov

Customized Market Analysis (CMA)

U.S. Department of Commerce
Contact the USEAC nearest you.
Phone: 800 USA-TRADE (800-872-8723)

Internet: www.ita.doc.gov/uscs/uscsma.html

Economics and Statistics Administration (ESA)

U.S. Department of Commerce
HCHB, Room 4858
Washington DC 20230
Phone: 202-482-1986

E-mail: stat-usa@doc.gov

Internet:

cher.eda.doc.gov/agencies/esa/index.html

Economic Bulletin Board (EBB)

U.S. Department of Commerce
Phone: 800-STAT-USA
EBB: 202-482-3870

Export-Import Bank of the United States (Ex-Im Bank)

811 Vermont Avenue NW
Washington DC 20571
Phone: 800-565-EXIM (3946)
Fax: 202-565-3380
BBS: 202-565-3826

Internet: www.exim.gov

Export Legal Assistance Network (ELAN)

Small Business Administration
Phone: 800-U-ASK-SBA
Phone: 202-778-3080
Fax: 202-778-3063

Internet: www.fita.org/elan

Export Working Capital Program (EWCP)

Small Business Administration
Phone: 800-U-ASK-SBA

Internet:

www.sba.gov/financing/frexporthtml

Federal Highway Administration (FHWA)

Office of International Programs
400 Seventh Street SW
Washington DC 20590
Phone: 202-366-0111
Fax: 202-366-9626

E-mail: international@fhwa.dot.gov

Internet: www.international.fhwa.dot.gov

Global Business Opportunities[®] (GLOBUS[®])

U.S. Department of Commerce
Phone: 800-STAT-USA

Internet: www.stat-usa.gov

Gold Key Service

U.S. Department of Commerce
Contact the USEAC nearest you
Phone: 800 USA-TRADE (800-872-8723)

Internet: www.ita.doc.gov/uscs/uscsgold.html

Highway Innovative Technology Evaluation Center (HITEC)

1015 Fifteenth Street NW
Suite 600
Washington DC 20005-2605
Phone: 202-842-0555
Fax: 202-789-5345
E-mail: hitec@cerf.org

Internet: www.cenet.org/hitec

Import Administration (IA)

U.S. Department of Commerce

Internet:

www.ita.doc.gov/import_admin/records/

Industry Sector Analysis (ISA)

U.S. Department of Commerce
Available through the NTDB and EBB
Phone: 800-STAT-USA
EBB: 202-482-3870

Internet: www.stat-usa.gov

Inter-American Development Bank (IDB)

1300 New York Avenue NW
Washington DC 20577
Phone: 202-623-1000
Fax: 202-623-3096

Internet: www.iadb.org

International Buyer Program (IBP)

U.S. Department of Commerce
Phone: 202-482-4231
Fax: 202-482-0115

Internet: www.ita.doc.gov/uscs/uscsibp.html

International Company Profile (ICP)

U.S. Department of Commerce
Contact the USEAC nearest you
Phone: 800 USA-TRADE (800-872-8723)

Internet: www.ita.doc.gov/uscs/uscsicp.html

International Market Insights (IMI)

U.S. Department of Commerce
Available through the NTDB and EBB
Phone: 800-STAT-USA
EBB: 202-482-3870

Internet: www.stat-usa.gov

International Organization for Standardization (ISO)

Contact The American National Standards Institute
11 West 42nd Street
13th Floor
New York NY 10036
Phone: 212-642-4900
Fax: 212-398-0023
E-mail: info@ansi.org

Internet: www.iso.ch

International Trade Administration (ITA)

U.S. Department of Commerce

Internet: www.ita.doc.gov

International Road Federation (IRF)

1010 Massachusetts Avenue NW
Suite 410
Washington DC 20001
Phone: 202-371-5544
Fax: 202-371-5565

E-mail: info@irfnet.org

Internet: www.irfnet.org

International Trade Loan Program

Small Business Administration
Phone: 800-U-ASK-SBA

Internet:

www.sba.gov/financing/frinternational.html

ITS America

400 Virginia Avenue SW
Suite 800
Washington DC 20024-2730
Phone: 202-484-4847
Fax: 202-484-3483

Internet: www.itsa.org

Market Access and Compliance (MAC)

U.S. Department of Commerce

Internet: www.mac.doc.gov

Contacting Resources

Matchmaker Trade Delegations

U.S. Department of Commerce
Room 2012
14th and Constitution Avenue NW
Washington DC 20230
Phone: 202-482-0692
Fax: 202-482-0178 or 202-482-4456

Internet:

www.ita.doc.gov/uscs/uscsmatc.html

Multi-State/Catalog Exhibitions

U.S. Department of Commerce
Phone: 202-482-3973

Internet: www.ita.doc.gov/uscs/uscsmsc.html

National Trade Data Bank (NTDB)

U.S. Department of Commerce
Phone: 800-STAT-USA

Internet: www.stat-usa.gov

Office of Energy, Infrastructure, and Machinery (OEIM)

U.S. Department of Commerce

Internet: www.ita.doc.gov/oeim

Office of Export Trading Company Affairs (OETCA)

U.S. Department of Commerce

Internet:

www.ita.doc.gov/export_admin/sox3.html

Overseas Private Investment Corporation (OPIC)

Attention: Information Officer
1100 New York Avenue, NW
Washington DC 20527
InfoLine: 202-336-8799
Fax: 202-408-9859

E-mail: info@opic.gov

Internet: www.opic.gov

Service Corps of Retired Executives (SCORE)

Small Business Administration
409 3rd Street SW
4th Floor
Washington DC 20024
Phone: 800-634-0245

Internet: www.score.org

Sister Cities International (SCI)

Suite 250, 1300 Pennsylvania Avenue NW
Washington DC 20004

Phone: 202-312-1200

Fax: 202-312-1201

E-mail: info@sister-cities.org

Internet: www.sister-cities.org

Small Business Development Center (SBDC)

Small Business Administration

Phone: 800-U-ASK-SBA

Internet: www.sba.gov/sbdc

Small Business Institutes (SBI)

Small Business Administration

Phone: 800-U-ASK-SBA

STAT-USA

U.S. Department of Commerce

Phone: 800-STAT-USA

202-482-1986

E-mail: stat-usa@doc.gov

Internet: www.stat-usa.gov

Trade Development

U.S. Department of Commerce

Phone: 202-482-4501

Fax: 202-482-1999

Internet:

www.ita.doc.gov/ita_home/itatdthom.html

Trade Fair Certification

U.S. Department of Commerce

Contact the USEAC nearest you

Phone: 800 USA-TRADE (800-872-8723)

Internet: infoserv2.ita.doc.gov/tradefair

Trade Information Center (TIC)

U.S. Department of Commerce

Phone: 800 USA-TRADE (800-872-8723)

Fax: 202-482-4473

E-mail: tic@ita.doc.gov

Internet: www.ita.doc.gov/tic

Trade Opportunity Program (TOP)

U.S. Department of Commerce

Available through the EBB

Phone: 800-STAT-USA

EBB: 202-482-3870

Contact the USEAC nearest you

Phone: 800 USA-TRADE (800-872-8723)

Internet: www.ita.doc.gov/uscs/uscstop.html

U.S. Commercial Service

U.S. Department of Commerce

Internet: www.ita.doc.gov/uscs

U.S. Department of Commerce (USDOC)

14th Street and Constitution Avenue NW

Washington DC 20230

Internet: www.doc.gov

U.S. Export Assistance Centers (USEAC)

U.S. Department of Commerce

Phone: 800 USA-TRADE (800-872-8723)

Internet: www.ita.doc.gov/uscs/domfld.html

U.S. Small Business Administration (SBA)

409 3rd Street SW

Washington DC 20416

Phone: 800-U-ASK-SBA

Fax: 202-205-7064

Internet: www.sba.gov

U.S. State Department

2201 C Street NW

Washington DC 20520

Internet: www.state.gov

U.S. State Department—Regional Bureaus

Internet: www.state.gov/www/regions.html

U.S. Trade and Development Agency (TDA)

Suite 300

1621 North Kent Street

Arlington VA 22209-2131

Phone: 703-875-4357

Fax: 703-875-4009

E-mail: info@tda.gov

Internet: www.tda.gov

World Bank Group

1818 H Street NW

Washington DC 20433

Phone: 202-477-1234

Internet: www.worldbank.org

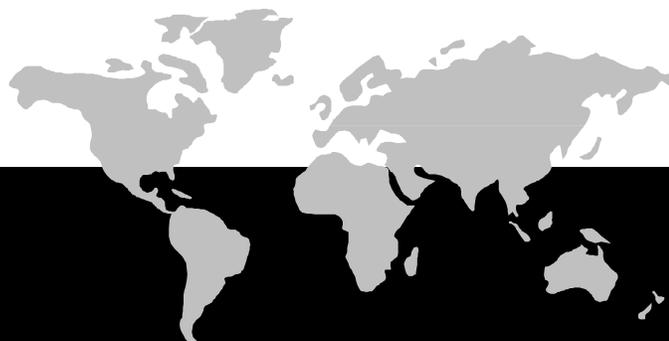
World Trade Center Association (WTCA)

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STATE GOVERNMENT REPRESENTATIVES LOCATED ABROAD

Several State Governments have representatives located in foreign countries to promote firms from the respective state abroad. The following list, although not inclusive, is a working tool to identify representatives abroad who can assist U.S. firms in promoting goods and services in specific countries around the world. It is recommended to first contact the State Government Department of Economic Development for guidance on contacting representatives abroad. (See Chapter 13 for a listing of some State Government Departments of Economic Development)

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5-4-8-301 Toranomom
Minato-ku, Tokyo 105
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Fax: 011-81-3-3459-0897
E-mail: erih@gol.com
E-mail: corless@gol.com
Homepage: <http://www.2.gol.com/tt/>
Wood Products & Building Materials: <http://www.trade.wa.gov/pn/housing>

Europe Office
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E-mail: wton@internet.com.mx

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Fax: 55-11-852-4866



CONTACTING STATE GOVERNMENT INTERNATIONAL TRADE RESOURCES

State International Trade Offices (including the District of Columbia and Puerto Rico) offer trade information and leads, export seminars, and a variety of other services. Although this list may not be all inclusive, it provides a tool for contacting additional resources.

ALABAMA

Alabama Office of International Development
401 Adams Avenue, Suite 600
Montgomery, AL 36130
Phone: 334/242-0400
Fax: 205/242-0486

ALASKA

Alaska Department of Commerce and Economic Development
Office of International Trade
3601 C Street, Suite 700
Anchorage, AK 99503
Phone: 907/269-8100
Fax: 907/269-8125

ARIZONA

Arizona Department of Commerce International Trade and
Investment Division
3800 North Central, Suite 1500
Phoenix, AZ 85012
Phone: 602/280-1371
Fax: 602/280-1305

ARKANSAS

Arkansas Industrial Development Commission
Office of International Marketing
One State Capitol Mall
Little Rock, AR 72201
Phone: 501/682-1121
Fax: 501/324-9856

CALIFORNIA

California State World Trade Commission
1121 L Street, Suite 310
Sacramento, CA 95814
Phone: 916/324-5511
Fax: 916/324-5791

COLORADO

Colorado International Trade Office
1625 Broadway, Suite 900
Denver, CO 80202
Phone: 303/892-3850
Fax: 303/892-3820

CONNECTICUT

Connecticut Department of Economic Development
International Division
865 Brook Street
Rocky Hill, CT 06067
Phone: 860/270-8068
Fax: 203/529-0535

DELAWARE

Delaware Division of Economic Development
Office of Business Development
99 Kings Highway, Box 1401
Dover, DE 19901
Phone: 302/577-8466
Fax: 302/739-5749

DISTRICT OF COLUMBIA

District of Columbia Office of International Business
1250 I Street, N.W., Suite 1003
Washington, D.C. 20005
Phone: 202/727-6365
Fax: 202/727-1588

FLORIDA

Florida Department of Commerce International Trade &
Development
361 Collins Building
Tallahassee, FL 32399-2000
Phone: 305/569-2650
Fax: 904/487-1407



State Government International Trade Resources

GEORGIA

Georgia Department of Industry, Trade and Tourism
Division of Trade
P.O. Box 1776
Atlanta, GA 30301
Phone: 404/656-3556
Fax: 404/656-3567

HAWAII

Hawaii Department of Business and Economic Development
International Services Branch
P.O. Box 2359
Honolulu, HI 96804
Phone: 808/586-2590
Fax: 808/587-3833

IDAHO

Idaho Department of Commerce International Business
Development
700 West State Street
Boise, ID 83720-2700
Phone: 208/334-2470
Fax: 208/334-2783

ILLINOIS

Illinois Department of Commerce International Business Division
100 West Randolph, Suite C-400
Chicago, IL 60601
Phone: 312/814-7164
Fax: 312/814-6581

INDIANA

Indiana Department of Commerce International Trade Division
One North Capitol, Suite 700
Indianapolis, IN 46204
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Fax: 317/232-4146

IOWA

Iowa Department of Economic Development
International Marketing Division
200 East Grand Avenue
Des Moines, IA 50309
Phone: 515/242-4713
Fax: 515/242-4918

KANSAS

Kansas Department of Commerce & Housing Trade Development
Division
700 Southwest Harrison Street, Suite 1300
Topeka, KS 66603-3712
Phone: 785/296-4027
Fax: 785/296-5263

KENTUCKY

Kentucky Commerce Cabinet Office of International Trade
Capitol Plaza Tower, 24th Floor
Frankfort, KY 40601
Phone: 502/564-2170
Fax: 502/564-3256

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Louisiana Department of Economic Development
Office of International Trade, Finance & Development
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Baton Rouge, LA 70804
Phone: 504/342-5388
Fax: 504/342-5389

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Maine Department of Economic and Community Development
State House Station 59
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Fax: 207/287-2861

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Maryland World Trade Center
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Fax: 410/333-8200

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Massachusetts Office of International Trade
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Boston, MA 02202
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Fax: 617/227-3488

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Michigan Export Development Authority
1200 Sixth Street
Detroit, MI 48226
Phone: 517/335-5884
Fax: 313/256-1046

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Minnesota Trade Office
1000 MN World Trade Center,
30 East Seventh St.
St. Paul, MN 55101-4902
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Fax: 612/296-3555

MISSISSIPPI

Mississippi Department of Economic Development
Trade and Export Division
P.O. Box 849
Jackson, MS 39205
Phone: 601/359-3155
Fax: 601/359-2832

MISSOURI

Missouri Department of Commerce International Business Office
P.O. Box 118
Jefferson City, MO 65102
Phone: 314/751-4855
Fax: 314/751-7384

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Montana Department of Commerce
1424 Ninth Avenue
Helena, MT 59620
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Fax: 406/444-2808

State Government International Trade Resources



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Nevada Commission on Economic Development
International Office
5151 South Carson Street
Carson City, NV 89710
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Fax: 702/687-4450

NEW HAMPSHIRE

International Trade Resource Center
17 New Hampshire Avenue
Portsmouth, NH 03801-2838
Phone: 603/334-6110
Fax: 603/271-2629

NEW JERSEY

New Jersey Department of Commerce and Economic Development
Division of
International Trade
153 Halsey Street, Fifth Floor
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Phone: 201/648-3518
Fax: 201/623-1287

NEW MEXICO

New Mexico Office of International Trade
Economic Development and Tourism Department
1100 St. Francis Drive
Santa Fe, NM 87503
Phone: 505/827-0300
Fax: 505/827-0407

New Mexico Economic Development & Tourism Department
1100 St. Francis Drive
Santa Fe, NM 87503
Phone: 505/827-0350
Fax: 505/827-0263

NEW YORK

New York Department of Commerce International Division
1515 Broadway, 51st Floor
New York, NY 10036
Phone: 212/493-7500
Fax: 212/827-6263

NORTH CAROLINA

North Carolina Department of Economic & Community
Development
430 North Salisbury Street
Raleigh, NC 27611
Phone: 919/733-7193
Fax: 919/733-0110

NORTH DAKOTA

North Dakota Economic Development Commission
1833 East Bismarck Expressway
Bismarck, ND 58505
Phone: 701/328-5300
Fax: 701/221-5320

OHIO

Ohio Department of Development International Trade Division
77 South High Street, 29th Floor
P.O. Box 1001
Columbus, OH 43266
Phone: 614/466-2317
Fax: 614/644-1789

OKLAHOMA

Oklahoma Department of Commerce International Trade Division
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Oklahoma City, OK 73126
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Fax: 405/841-5199

OREGON

Oregon Economic Development Department
International Trade Division
One World Trade Center, Suite 300
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Portland, OR 97204
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Fax: 503/222-5050

PENNSYLVANIA

Pennsylvania Department of Commerce
Bureau of Foreign Investment
486 Forum Building
Harrisburg, PA 17120
Phone: 717/787-7190
Fax: 717/234-4560

PUERTO RICO

Puerto Rico Department of Agriculture
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Santurce, PR 00908-1163
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Fax: 809/923-9747

RHODE ISLAND

Rhode Island Department of Economic Development
International Trade Division
7 Jackson Walkway
Providence, RI 02903
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Fax: 401/277-2102

Rhode Island Department of Environmental Management

22 Hayes Street, Room 120
Providence, RI 02908-5025
Phone: 401/222-2781
Fax: 401/277-6047

SOUTH CAROLINA

South Carolina State Development Board
P.O. Box 927
Columbia, SC 29202
Phone: 803/737-0400
Fax: 803/737-0818

SOUTH DAKOTA

South Dakota Office of Economic Development
Export Trade Marketing Division
711 Wells Avenue, Capitol Lake Plaza
Pierre, SD 57501
Phone: 605/626-3098
Fax: 605/773-3256



State Government International Trade Resources

TENNESSEE

Tennessee Department of Economic and Community Development
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Fax: 615/741-5829

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Texas Department of Commerce
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Fax: 512/472-5059

UTAH

Utah Division of Business and Economic Development
International Business Development
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Salt Lake City, UT 84111
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Fax: 801/538-8889

VERMONT

Vermont Department of Economic Development
Pavilion Office Building
109 State Street
Montpelier, VT 05609
Phone: 802/828-3211
Fax: 802/828-3258

VIRGINIA

Virginia Department of Economic Development
International Marketing
P.O. Box 798
Richmond, VA 23206
Phone: 804/371-8106; 800/553-3170
Fax: 804/786-1121

WASHINGTON

Washington Department of Trade and Development
Business & Market Development
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Seattle, WA 98121
Phone: 206/464-7143
Fax: 206/464-7222

WEST VIRGINIA

Governor's Office of Community & Industrial Development
State Capitol, Room M-146
Charleston, WV 25305-0311
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Fax: 304/558-0362

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Wisconsin Bureau of International Development
Department of Development
P.O. Box 7970
Madison, WI 53707
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Fax: 608/831-6982

WYOMING

Wyoming International Trade Office
Herschler Building, 2nd Floor North
Cheyenne, WY 82002
Phone: 307/777-6412
Fax: 307/777-5840



SEARCHING THE INTERNET — OTHER WEB SITES OF INTEREST

APEC Center for Technology Exchange and Training
for Small and Medium Enterprises

- www.actetsme.org

ATLS—Trade Lead Opportunities

- caticsuf.csufresno.edu:70/1/atls/leads

African Development Bank Group

- www.afdb.org

Argentina—Ministry of Economy & Public Works &
Services

- www.mecon.ar

Asia Business Connection

- asiabiz.com

Asian Development Bank

- www.adb.org

Austrade—Australian Trade Commission

- www.austrade.gov.au

Brazilian Business Directory

- www.brazilbiz.com.br/english

Bureau of Census: Foreign Trade Division

- www.census.gov/ftp/pub/foreign-trade/www

Business Information Service for the Newly
Independent States

- www.itaiep.doc.gov/bisnis

Central & Eastern Europe Business Information
Center

- www.itaiep.doc.gov/eebic/ceebic.html

Chile—Chilnet

- www.chilnet.cl

Currency Converter

- www.xe.net/currency

Dun & Bradstreet

- www.dnb.com

Electronic Embassy Program

- www.embassy.org

European Bank for Reconstruction and Development

- www.ebrd.com

Fed World Home Page

- www.fedworld.gov

Foreign Languages for Travelers

- www.travlang.com/languages

Foreign Trade Information System—SICE

- www.sice.oas.org

Holt's Stock Market Report

- metro.turnpike.net/holt

Searching the Internet—Other Web Sites of Interest

India Business Directory

- www.webindia.com/india.html

International Chambers of Commerce

- www.iccwbo.org

International Trade Information System

- galaxy.einet.net/hytelnet/OTH150.html

Japan Ministry of International Trade & Industry

- www.miti.go.jp/index-e.html

National Association of Export Companies

- www.nexco.org

Organization for Economic Co-operation and Development

- www.oecd.org

Pacific Economic Cooperation Council

- www.pecc.net

Thomas Register of American Manufacturers

- www.thomasregister.com

UN Trade Related Organizations—International Trade Law Project

- itl.irv.uit.no/trade_law/organizations/un.html

U.S. Agency for International Development (USAID)

- www.info.usaid.gov

U.S. International Trade Commission

- www.usitc.gov

United States Council for International Business

- www.imex.com/uscib

World Trade Organization

- www.wto.org

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